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ABSTRACT

A survey of member institutions in the National Association of State Universities and Land Grant Colleges pertaining to organizational structures and allocation procedures for instructional, research, and faculty office space has revealed that the organizational structure for allocating space was placed at the planning office, registrar office, and space committee levels. The space allocator normally reported at the vice-presidential or presidential level. The procedures for assigning classroom and lecture hall space were based most frequently according to space available and need. Seminar rooms and lounges were reportedly assigned most frequently according to space available, need, and priority assignments to departments and schools. Teaching and research laboratories were reportedly assigned most frequently on restricted use by school or department, and faculty office space was reportedly assigned most frequently on the basis of restricted use by school or department and according to space available and need. (Author/HS)

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SURVEY OF ORGANIZATIONAL STRUCTURES AND ALLOCATION PROCEDURES FOR INSTRUCTIONAL, RESEARCH, AND FACULTY OFFICE SPACE IN MEMBER INSTITUTIONS OF THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND LAND-GRANT COLLEGES

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SURVEY OF ORGANIZATIONAL STRUCTURES AND ALLOCATION PROCEDURES FOR INSTRUCTIONAL, RESEARCH, AND FACULTY OFFICE SPACE IN MEMBER INSTITUTIONS OF THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND LAND-GRANT COLLEGES

INTRODUCTION

Many institutions of higher education are currently experiencing the need to improve utilization of space; i.e., classrooms, seminar rooms and lounges, lecture halls and auditoriums, teaching laboratories, research laboratories, and faculty offices. The University of Virginia is currently increasing enrollments, and utilization of instructional space has become a serious concern. Also, there is no centralized organization for assigning instructional space and faculty office space at the University of Virginia. Presently, the Registrar assigns some instructional space on a departmental basis, some departments and schools control the entire space for particular buildings, and faculty office space is controlled by the Business Manager.

During the fall semester of 1971, an unexpected increase of students enrolled at the University of Virginia resulted in some overcrowded classroom conditions. Part of this problem was attributed to a lack of an efficient organization for the control and allocation of instructional space. The increase in student enrollments was accompanied by an increase in number of faculty. To accomodate increased numbers of faculty, classrooms were normally renovated into faculty offices. With no obvious resolution to the problem of overcrowded instructional space conditions and the need for additional faculty office space, the Office of Institutional Analysis was requested by the Vice-President of the University to survey selected institutions across the Nation to provide information for reforming the present organization and procedures of allocating instructional and faculty office space at the University of Virginia.

PROCEDURES

The member institutions of the National Association of State Universities and Land-Grant Colleges (NASULGC) were chosen to be surveyed because they provide a very broad base group with which most institutions can identify. A questionnaire was developed by the Office of Institutional Analysis in cooperation with the present staff involved with allocating instructional space at the University.

Data to be recorded on the questionnaire included: size of student enrollment for 1971 fall semester or first quarter, level of degrees offered, name of title or office in charge of space allocation, the office to whom space allocator is responsible, and procedures for assigning classrooms, lecture halls/auditoriums, seminar rooms and lounges, teaching laboratories, research laboratories, and faculty office space. The plan of data analyses was that procedures for allocating space would be analyzed in relation to size of institution, highest level of degree offered, and the administrative structure for allocating space. The administrative organization for space allocation was to be discussed in relation to size of institution and highest level of degree offered.

On 4 October 1971, 110 members of NASULGC were mailed the questionnaire. A second mailing was distributed on 4 November 1971. A census date was established for 15 December 1971 as the cut-off cate for summarizing the responses.

FINDINGS

As of 15 December 1971, there were 94 responses (85 per cent returns) to the survey request. Sixty per cent of the 30 institutions who reported 1971 fall enrollments with fewer than 10,000 students related that the highest degree offered was at the doctor's level, while 11 of these 18 also offered professional degrees; viz., medicine, law, dentistry, veterinary science, etc. Nearly all of the 16 respondent institutions with records for 1971 fall enrollments with 10,000 to

15,000 students reported that the highest degree offered was at the doctor's level, and nine of these 15 offered professional degrees. All of the 48 responding institutions with records for 1971 fall enrollments with more than 15,000 students reported that the highest degree offered was at the doctor's level, and 41 reported to offer professional degrees also.

Since nearly all of the respondent institutions (81 out of 94) awarded a doctor's degree as the highest degree offered, the following analysis disregarded the highest degree category.

Organization for Space Allocation

In Appendix A, page 15, respondent institutions are coded and listed with the office in charge of space allocation and office to whom space allocator reports for institutions with fewer than 10,000 students enrolled during fall 1971, in Appendix B, page 17, for institutions with 10,000 to 15,000 students enrolled during fall 1971, and in Appendix C, page 18, for institutions with more than 15,000 students enrolled during fall 1971.

Respondent institutions listed in Appendix A, student enrollments for fall 1971 with fewer than 10,000 are distributed in Figure 1, page 4, by office level categories in charge of space allocation and office level categories to whom space allocator reports.

The office level categories in charge of space allocation reported most frequently by respondent institutions with fewer than 10,000 students enrolled during fall 1971 included: Dean (7), Registrar (5), Planning (4), and Vice-President (3). These offices in charge of space allocation were reported to be responsible most frequently to office levels of President (13) and Vice-President (5).

Figure 1. NASULGC RESPONDENT INSTITUTIONS WITH FEWER THAN 10,000 STUDENTS

Office Level Category in Charge of Space Allocation	Office Level to Whom Space Allocator Reports										
	President	Vice-President	Vice-Chancellor	Dean	Registrar	Space Assignment Board	State Regents	Planning	Physical Plant	No Response	Total
President	1	-	-	-	-	-	-	-	-	-	1
Vice-President	3	-	-	-	-	-	-	-	-	-	3
Assistant Vice-Chancellor	-	-	1	-	-	-	-	-	-	-	1
Dean	5	1	-	-	-	-	1		-	-	7
Registrar	1	1	-	1	1	1	-	-	-	-	5
Planning	1	2	-	-	-	-	-	-	1	-	4
Space Allocation Committee	1	-	-	-	-	-	-	-	-	-	1
Space Assignment Board	-	-	-	-	1	-	-	-	-	-	1
Schedule Coordinator	-	-	-	1	-	-	-	-	-	-	1
Space/Facilities Manager	-	1	-	-	-	-	-	1	-	-	2
Physical Plant Development Commission	1	-	-	-	-	-	-	-	-	-	1
No Response	-	-	-	-	-	-	-	-	-	3	3
Total	13	5	1	2	2	1	1	1	1	3	30

Respondent institutions listed in Appendix B, student enrollments for fall 1971 with 10,000 to 15,000 students, are distributed in Figure 2 by office level categories in charge of space allocation and office level categories to whom space allocator reports.

The office level categories in charge of space allocation reported most frequently by respondent institutions with 10,000 to 15,000 students enrolled during fall 1971 included Registrar (4) and Vice-President (3). These offices in charge of space allocation were reported to be responsible most frequently to President and Vice-President levels.

Figure 2. NASULGC RESPONDENT INSTITUTIONS WITH 10,000 TO 15,000 STUDENTS

Office Level Category in Charge of Space Allocation	Office Level to Whom Space Allocator Reports								
	President	Vice-President	Vice-Chancellor	Dean	Planning	Institutional Research	Physical Plant	No Response	Total
Vice-President	3	-	-	-	-	-	-	-	3
Assistant Vice- Chancellor	-	-	1	-	-	-	-	-	1
Registrar	-	2	-	1	-	1	-	-	4
Planning	-	1	-	-	-	-	-	-	1
Space Coordinator	-	-	-	-	1	-	-	-	1
Space Analyst	-	-	-	-	1	-	-	-	1
Space Management	-	-	-	-	-	-	1	-	1
Educational/Administrative Services	1	1	-	-	-	-	-	-	2
No Response	-	-	-	-	-	-	-	2	2
Total	4	4	1	1	2	1	1	2	16

Respondent institutions listed in Appendix C, student enrollments for fall 1971 with over 15,000, are distributed in Figure 3 by office level categories in charge of space allocation and office level categories to whom space allocator reports.

The office level categories in charge of space allocation reported most frequently by respondent institutions with more than 15,000 students enrolled during fall 1971 included Planning (10), Vice-President (5), and Space Committee (5). These offices in charge of space allocation were reported to be responsible most frequently to President (9) and Vice-President (14) office levels.

Figure 3. NASULGC RESPONDENT INSTITUTIONS WITH MORE THAN 15,000 STUDENTS

Office Level Category in Charge of Space Allocation	Office to Whom Space Allocator Reports											
	President	Vice-President	Chancellor	Vice-Chancellor	Provost	Dean	Registrar	Planning	Space Committee	Scheduling	No Response	Total
Vice-President	2	2	-	-	1	-	-	-	-	-	-	5
Vice-Chancellor	-	-	1	-	-	-	-	-	-	-	-	1
Provost	1	-	1	-	-	-	-	-	-	-	-	2
Registrar	1	-	-	-	-	1	1	-	-	-	-	3
Planning	3	2	1	1	1	1	-	1	-	-	-	10
Institutional Research	-	1	-	-	-	-	-	-	-	-	-	1
Scheduling	-	2	-	-	1	-	-	-	-	1	-	4
Space Coordinator	-	1	-	-	-	-	-	1	-	-	-	2
Space Committee	1	3	1	-	-	-	-	-	-	-	-	5
Space Analyst	-	1	-	-	-	-	-	-	-	-	-	1
Space Control	1	-	-	-	-	-	-	-	-	-	-	1
Space Officer	-	-	-	1	-	-	-	-	-	-	-	1
Space Commission	-	1	-	1	-	-	-	-	-	-	-	2
Space Utilization	-	1	1	-	-	-	-	-	-	-	-	2
Physical Facilities Committee		-	-	-	-	1	-	-	-	-	-	1
Facilities Management	-	-	-	-	-	-	-	-	1	-	-	1
No Response	-	-	1	-	-	-	1	-	-	-	4	6
Total	9	14	6	3	3	3	2	2	1	1	4	48

The total responding institutions (94) are distributed in Figure 4 by office level categories in charge of space allocation and office level categories to whom space allocator reports.

The office level categories listed most frequently by all responding institutions to be in charge of space allocation included Planning (15), Registrar (12), Vice-President (11), and Dean (7). These offices in charge of space allocations were reported to be responsible most frequently to President (26) and Vice-President (23) office levels.

Figure 4. TOTAL NASULGC RESPONDENT INSTITUTIONS

Office Level Category in Charge of Space Allocation	Office to Whom Space Allocator Reports															
	President	Vice-President	Chancellor	Vice-Chancellor	Provost	Dean	Space Committee	Registrar	Scheduling	Planning	Institutional Research	Physical Plant	State Regents	Space Assignment Board	No Response	Total
President	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Vice-President	8	2	-	-	1	-	-	-	-	-	-	-	-	-	-	11
Vice-Chancellor	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
Assistant Vice-Chancellor	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
Provost	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	2
Dean	5	1	-	-	-	-	-	-	-	-	-	-	1	-	-	7
Registrar	2	3	-	-	-	3	-	2	-	-	1	-	-	1	-	12
Planning	4	5	1	1	1	1	-	-	-	1	-	1	-	-	-	15
Institutional Research	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Space Coordinator	-	1	-	-	-	-	-	-	-	2	-	-	-	-	-	3
Space Committee	2	3	1	-	-	-	-	-	-	-	-	-	-	-	-	6
Space/Physical Plant Commission	1	1	-	1	-	-	-	-	-	-	-	-	-	-	-	3
Space Assignment Board	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Space Control	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Space Analyst	-	1	-	-	-	-	-	-	-	1	-	-	-	-	-	2
Space Manager/Officer	-	1	-	1	-	-	-	-	-	1	-	1	-	-	-	4
Space Utilization	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	2
Facilities Manager	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Administrative Services	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	2
Schedules	-	2	-	-	1	1	-	-	1	-	-	-	-	-	-	5
Physical Facilities Committee	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
No Response	-	-	1	-	-	-	-	1	-	-	-	-	-	-	9	11
Total	26	23	6	5	3	6	1	4	1	5	1	2	1	1	9	94

Assignment of Space Procedures

The respondent institutions were requested to report their procedures for assigning classrooms, lecture halls/auditoriums, seminar rooms and lounges, teaching laboratories, research laboratories, and faculty offices. The categories for assignment of the space included: (1) according to space available and need, (2) restricted use by school or departmental assignment, (3) priority assignment to department and schools, and (4) any other procedure. The findings of space allocation procedures are subsequently reported by size of institution.

Institutions with fewer than 10,000 students.--Respondent institutions with fewer than 10,000 students enrolled during fall 1971 are distributed in Figure 5 by type of instructional space, research space, and faculty office space, and by procedures for assigning space.

The procedure for assigning space reported most frequently by respondent institutions with fewer than 10,000 students was "according to space available and need" (89). The second most frequent procedure was "restricted use by school or department assignment" (61), and "priority assignment to departments and schools" was reported 51 times. The space categories of classrooms, lecture halls/auditoriums, and seminar rooms and lounges were reportedly assigned most frequently on the basis of space availability and need; teaching and research laboratories were reportedly assigned most frequently on the basis of restricted use by school or departmental assignment; and faculty office space was reportedly assigned most frequently on the basis of space availability and need.

The respondent institutions with fewer than 10,000 students added comments in addition to procedures for space allocation procedures. These comments pertained to the person assigning the different types of space. Offices reported for assigning space included registrar, deans, planning, director of buildings, and institute directors.

Figure 5. DISTRIBUTION OF INSTRUCTIONAL, RESEARCH, AND FACULTY OFFICE SPACE OF 30 RESPONDENT INSTITUTIONS WITH FEWER THAN 10,000 STUDENTS BY METHODS OF SPACE ALLOCATION

	METHOD OF ALLOCATION			
Space Category	According To Space Available and Need	Restricted Use by School or Departmental Assignment	Priority Assignment to Departments and Schools	Other
Classrooms	21	5	8	6
Lecture Halls/Auditoriums	24	3	8	3
Seminar Rooms and Lounges	15	8	12	2
Teaching Laboratories	9	15	9	2
Research Laboratories	6	20	6	2
Faculty Offices	14	10	8	2
Total	89	61	51	17

Institutions with 10,000 to 15,000 students.--Respondent institutions with 10,000 to 15,000 students enrolled during fall 1971 are distributed in Figure 6 by type of instructional space, research space, and faculty office space, and by method for assigning space. The basis for assigning space reported by respondent institutions with 10,000 to 15,000 students included: according to space available and need (38 responses), restricted use by school or departmental assignment (35 responses), and priority assignment to departments and schools (28 responses). Instructional space categories of classrooms and lecture halls/auditoriums were reportedly assigned most frequently on the basis of space availability and need. Seminar rooms and lounges were reportedly assigned most frequently on the basis of space availability and need and on a basis of priority assignments to departments and schools. Teaching and research laboratories were reportedly assigned most frequently on the basis of restricted use by school or departmental assignment. Faculty office space was reportedly assigned about evenly on the basis of space availability and need (6 responses), restricted use by school or departmental assignment (6 responses), and priority assignment to departments and schools (5 responses).

Additional comments reported by the institutions with 10,000 to 15,000 students pertained to offices in charge of space allocation. The office reported included registrar.

Institutions with more than 15,000 students.--Respondent institutions with more than 15,000 students enrolled during fall 1971 are distributed in Figure 7 by type of instructional space, research space, and faculty office space, and by method for assigning space.

Respondent institutions with more than 15,000 students enrolled reported that the most frequent basis for space allocation was according to space available and need (127 responses), the second most frequent basis was restricted use by school or department (113 responses), and the least frequent basis was priority assignment

Figure 6. DISTRIBUTION OF INSTRUCTIONAL, RESEARCH, AND FACULTY OFFICE SPACE OF 16 RESPONDENT INSTITUTIONS WITH 10,000 TO 15,000 STUDENTS BY METHODS OF SPACE ALLOCATION

	METHOD OF ALLOCATION			
Space Category	According To Space Available and Need	Restricted Use by School or Departmental Assignment	Priority Assignment to Departments and Schools	Other
Classrooms	10	3	5	4
Lecture Halls/Auditoriums	11	2	3	4
Seminar Rooms and Lounges	7	3	7	2
Teaching Laboratories	2	10	4	1
Research Laboratories	2	11	4	1
Faculty Offices	6	6	5	0
Total	38	35	28	12

Figure 7. DISTRIBUTION OF INSTRUCTIONAL, RESEARCH, AND FACULTY OFFICE SPACE OF 48 RESPONDENT INSTITUTIONS WITH MORE THAN 15,000 STUDENTS BY METHODS OF SPACE ALLOCATION

Space Category	METHOD OF ALLOCATION			
	According To Space Available and Need	Restricted Use by School or Departmental Assignment	Priority Assignment to Departments and Schools	Other
Classrooms	37	6	15	6
Lecture Halls/Auditoriums	36	5	9	4
Seminar Rooms and Lounges	25	17	18	1
Teaching Laboratories	10	30	14	0
Research Laboratories	5	33	18	0
Faculty Offices	14	22	14	0
Total	127	113	88	11

to departments and schools. The most frequent basis for assigning classrooms and lecture halls/auditoriums was according to space available and need. Seminar rooms and lounges were reported to be assigned on the basis of space available and need (25 responses), restricted use by school or department (17 responses), and priority assignment to departments and schools (18 responses). Teaching and research laboratories were reportedly assigned most frequently on the basis of restricted use by school or departmental assignment. Faculty office space was reportedly assigned on the basis of restricted use by school or department (22 responses), according to space available and need (14 responses), and priority assignment to departments and schools (14 responses).

Additional comments reported by the respondent institutions with more than 15,000 students pertained to offices who assigned space. The offices reported included registrar and housing.

SUMMARY

A survey of member institutions in the National Association of State Universities and Land Grant Colleges pertaining to organizational structures and allocation procedures for instructional, research, and faculty office space has revealed that the organizational structure for allocating space was placed at the Planning Office, Registrar Office, and Space Committee levels. The office level to whom the space allocator reported was usually at the Vice-President or President level. These findings indicate allocation of space was localized at the top administrative levels.

The procedures for assigning classrooms and lecture halls/auditoriums space were based most frequently according to space available and need. Seminar rooms and lounges were reportedly assigned most frequently according to space available and need and priority assignments to departments and schools. Teaching and research laboratories were reportedly assigned most frequently on restricted use by school or department. Faculty office space was reportedly assigned most frequently on the basis of restricted use by school or department and according to space available and need.

APPENDIXES 14

A. Distribution of NASULGC Respondent Institutions With Fewer Than 10,000 Students by Organizational Structure of Space Allocation 15

B. Distribution of NASULGC Respondent Institutions With 10,000 to 15,000 Students by Organizational Structure of Space Allocation 17

C. Distribution of NASULGC Respondent Institutions With More Than 15,000 Students by Organizational Structure of Space Allocation 18

APPENDIX A

DISTRIBUTION OF NASULGC RESPONDENT INSTITUTIONS WITH FEWER THAN 10,000 STUDENTS BY ORGANIZATIONAL STRUCTURE OF SPACE ALLOCATION -

School Code	Office in Charge of Space Allocation	Office to Whom Space Allocator Reports
A	-	-
B	Dean of Instruction	President
C	Vice-President for Academic Affairs Vice-President for Administration and Student Affairs	President of College
D	Schedule Coordinator	Dean of University
E	Academic Dean	President
F	Coordinator of Planning and Development	President
G	Administrative Dean	President
H	Vice-President of Planning	President
I	Dean of Academic Affairs	State Regents
J	Planning Office	Vice-President of Administration and Personnel
K	Registrar	President
L	Assistant to Pres[illegible]ent	President
M	Assistant to Dean of College	Vice-President for Plant Planning
N	Registrar	Dean of Student Services
O	Dean of Faculty	President
P	Facilities Manager	Executive Director, Planning and Institution Studies
Q	Space Allocation Committee	President
R	Assistant Registrar Scheduling	Registrar

APPENDIX A (continued)

School Code	Office in Charge of Space Allocation	Office to Whom Space Allocator Reports
S	Assistant Vice-Chancellor	Vice-Chancellor
T	Administrative Vice-President	President
U	-	-
V	Space Assignment Board	Registrar
W	Assistant Registrar	Space Assignment Board
X	Physical Plant	President
Y	Registrar	Vice-President for Academic Affairs
Z	Director of Facilities Planning and Services	Director of Physical Plant
AA	Office of Facilities Planning and Land Records	Executive Vice-President
BB	-	-
CC	Director of Space Management	Provost and Vice-President Business
DD	Office of Dean of College	President of College

APPENDIX B

DISTRIBUTION OF NASULGC RESPONDENT INSTITUTIONS WITH 10,000 TO 15,000 STUDENTS BY ORGANIZATIONAL STRUCTURE OF SPACE ALLOCATION

School Code	Office in Charge of Space Allocation	Office to Whom Space Allocator Reports
A	Director of Educational Services (Chairman of a Faculty-Administrative Space Allocations Committee)	Vice-President for Academic and Administrative Affairs
B	Coordinator of Space	Director of Planning Office
C	Vice-President for University Development	President
D	Registrar	Academic Vice-President and Provost
E	Registrar	Dean of Student Affairs
F	Administrative Services	President
G	Director of Space Management	Director of Physical Plant
H	Academic Vice-President	President
I	-	-
J	Administrative Vice-President	President
K	Assistant Vice-Chancellor	Executive Vice-Chancellor
L	Director of Planning	Vice-President for Administrative Services
M	Registrar	Academic Vice-President
N	Registrar, Business Manager	Director of Institutional Analysis, Vice-President for Business and Finance
O	-	-
P	Space Analyst-Building Programmer	Department of Facilities Planning

APPENDIX C

DISTRIBUTION OF NASULGC RESPONDENT INSTITUTIONS WITH MORE THAN 15,000 STUDENTS BY ORGANIZATIONAL STRUCTURE OF SPACE ALLOCATION

School Code	Office in Charge of Space Allocation	Office to Whom Space Allocator Reports
A	Administrative Assistant Central Scheduling	Academic Vice-President
B	-	-
C	University Physical Planning	Executive Vice-President
D	Director of Space and Schedules	Vice-President for Academic Affairs
E	University Planning and Analysis	President
F	Provost	Chancellor
G	Planning and Information Systems	President
H	Office of Space Utilization	Executive Vice-President
I	Director of Division of Physical Planning and Utilization	Executive Director University Planning
J	University Planner	Assistant to President for Planning
K	Space Commission	Vice-President for Academic Affairs, Registrar
L	Planning and Institutional Research	Dean of Administration
M	University Scheduling Officer	Director of Division of Scheduling
N	Administrative Coordinator of Schedules and Space	Provost
O	Space Utilization Committee	President
P	Space Control Office	Assistant to the President
Q	Office of Facilities Planning	Vice-President
R	Director, Office of Institutional Research	Academic Vice-President
S	Registrar	President

APPENDIX C (continued)

School Code	Office in Charge of Space Allocation	Office to Whom Space Allocator Reports
T	Assistant Registrar	Registrar
U	Director of Planning	Chancellor
V	Assistant Vice-President for Financial Affairs	Vice-President for Financial Affairs
W	University Space Committee	Executive Vice-President
X	Vice-President for Instruction	Provost
Y	Director of Facilities Management	Campus Space Assignment Committee
Z	Space Allocation Committee	Vice-President Facilities Planning and Operations
AA	Office of Space Utilization	Chancellor
BB	Office of Facilities Planning and Utilization	Vice-Provost University Administration
CC	University Space Commission	Vice-Chancellors
DD	Assistant Vice-President for Business Affairs	Vice-President for Business Affairs
EE	-	-
FF	Facilities and Resource Planning	Vice-Chancellor Administrative Affairs
GG	Vice-Chancellor for Academic Affairs	Chancellor
HH	-	-
II	-	Campus Chancellor
JJ	Registrar	Dean of Students
KK	-	-
LL	University Space Committee	Assistant to the Chancellor
MM	Space Coordinator	Vice-President for Operations and Finance
NN	Space Analyst	Vice-President for Finance and Administration

APPENDIX C (continued)

School Code	Office in Charge of Space Allocation	Office to Whom Space Allocator Reports
OO	Physical Facilities	Dean of Administration and Director of Plan and Development Office
PP	Space Coordinator	Director of Physical Facilities Planning
QQ	Vice-President for Business and Finance	President of University Systems
RR	Vice-President for Business Affairs	President
SS	-	Registrar
TT	Campus Space Office	Vice-Chancellor
UU	Space and Alterations Committee	President's Staff
VV	Provost for Planning	President